

Importance Of Emotional Intelligence In The Workplace

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Abstract— The term emotional intelligence is often contrasted with Intelligence Quotient. Many of us are aware of IQ as an individual's score performing a series of tests designed to measure intellectual intelligence. Higher IQs indicate better cognitive abilities—these include the ability to learn and understand—and people with higher IQs are more likely to do well academically. Intelligence Quotient is a measure for a person's intelligence whereas Emotional Intelligence (EI), measured as an Emotional Intelligence Quotient (EQ), describes a concept that involves the ability, capacity, skill or a self-perceived ability, to identify, assess, and manage the emotions of one's self, of others, and of groups. The EQ concept argues that IQ, or conventional intelligence, is too narrow; that there are wider areas of emotional intelligence that dictate and enable how successful we are.

At the workplace, emotional intelligence is very important. It is believed that while cognitive skills help to get a job, it is emotional intelligence that helps to get promotions. Those who are in the higher levels of the organizational hierarchy require more emotional intelligence than those in the lower levels. It is believed that at the workplace, emotional intelligence is twice as important as analytical and technical skills. The present paper deals with the concept of Emotional Intelligence as a significant area of professional growth and highlights its importance in the workplace.

Index Terms— EQ (Emotional Quotient), IQ (Intelligence Quotient), self-awareness, motivation, empathy, people skills

I. INTRODUCTION

In an age when relationships between individuals and organizations are getting more and more complex, it is not enough to only have an excellent IQ. While there are many benefits to having high intelligence, many managers, supervisors, and other workers—particularly those who work in businesses in which interpersonal relationships are key—have become keenly aware that workplace success may depend on their ability to use another invaluable personality trait: [emotional intelligence](#). This is the ability to deal with one's feelings and understand the feelings of others in any given situation, helps one to complement academic intelligence/ cognitive capacities (IQ) with a humane understanding of issues. Thus success requires more than IQ (Intelligence Quotient), which has tended to be the traditional measure of intelligence, ignoring essential behavioural and character elements.

The whole of our educational system is designed to enhance only our cognitive and intellectual intelligence. The emotional side of the personality is not only neglected but frequently looked down upon as a hindrance in career success. The modern theory of emotional intelligence debunks this

popular notion. It shows that emotional insensitivity, and lack of ability to understand and manage human emotions—our own as well as of those we interact with—is a major weakness of highly educated, but narrowly focused specialists and professionals.

We've all met people who are academically brilliant and yet are socially and inter-personally inept. And we know that despite possessing a high IQ rating, success does not automatically follow. Emotions play a very critical role in the overall quality of our personal and professional lives, more critical even than our actual measure of brain intelligence. While tools and technology can help us to learn and master information, nothing can replace our ability to learn, manage, and master our emotions and the emotions of those around us. Emotional intelligence can have a significant impact on our professional career. That's why it's vital to understand what it is, and its importance in the workplace. People have different personalities, emotional capabilities and strengths, and these factors can greatly impact the way they work.

II. WHAT IS EMOTIONAL INTELLIGENCE?

Emotional intelligence is a new concept symbolized by the abbreviation EQ (Emotional Intelligence Quotient). Emotional intelligence is the ability to recognize and reason about your own and other's emotions. The idea was popularized by Daniel Goleman in his book, [Emotional Intelligence: Why It Can Matter More than IQ](#). Emotional intelligence is someone's ability: (a) to understand his feelings, (b) to listen to others and to feel them, and (c) to express his emotions in a productive manner.

EQ may be equally and sometimes more powerful than IQ. They are not two conflicting but rather two distinct capabilities. Many people connect spirit with emotional insight. Academic intelligence doesn't have relation with emotions and feelings. The most intelligent persons among us could drown into an ocean of undisciplined impulses and unbridled passions. (Goleman D 1998)

EQ is emotional awareness – the ability to control emotions and apply them to everyday tasks. A person with high EQ is said to be ideal in a leadership position. It includes skills such as being able to control the impulse, to curb the impatience, to properly regulate mood and to prevent the frustration, to stifle the ability to think, to have empathy and hope (Petrides KV, Furnham A 2000). Emotional intelligence refers to the capacity to identify, evaluate, and manage [emotions](#) in one's self as well as in other people. While some researchers believe this ability may be trained and developed, other experts suggest emotional intelligence is a trait a person must be born with.

III. FACTORS OF EMOTIONAL INTELLIGENCE

In his book Daniel Goleman presented five key principles of emotional intelligence.

A. Self-awareness: Firstly, you need to know yourself. Awareness of who you are and how you are is the catalyst for a deeper understanding of your emotions. When you feel an emotion, begin asking yourself why you feel that way. Explore the source of your feelings. Examine how you manage your emotions. If a person has a healthy sense of self-awareness, he understands his own strengths and weaknesses, as well as how his actions affect others. A person who is self-aware is usually better able to handle and learn from constructive criticism than one who is not.

B. Self-regulation: A person with a high EQ can maturely reveal his emotions and exercise restraint when needed. This involves controlling your emotions so that the emotions don't control you i.e. keeping one's anger in check, adapting oneself to change. A person, in order to maintain his equilibrium, regulates his emotions and expresses them with restraint and control.

C. Motivation: Emotionally intelligence not only affects the way individuals get along with others but also affects how they succeed in their personal and professional life. Emotionally intelligent people are self-motivated, which makes them better learners, confident, optimistic, creative, flexible, happy and successful. They are usually resilient and optimistic when they encounter stress and are driven by an inner ambition.

D. Empathy: The most important virtue to sense how other people feel. It is the psychological capacity to identify yourself with the other person. A person who has empathy has compassion and an understanding that allows him to connect with other people on an emotional level. Empathy is the catching pull to understand others so that you can feel the emotional vibrations.

E. People skills: It means efficient handling of our own emotions as well as of others. The knowledge of emotions is utilized by such emotionally intelligent people to live and to work more effectively, and to grow as good and competent human being. Such people are able to build rapport and trust quickly with others on their teams. They avoid power struggles and backstabbing. They usually enjoy other people and have the respect of others around them.

IV. EMOTIONAL INTELLIGENCE IN THE WORKPLACE

Scholars may have coined the term "emotional intelligence" in the early 1990s, but business leaders quickly took the concept and made it their own. Emotional intelligence is a valuable asset in the [workplace](#). In certain environments, employees with high levels of emotional intelligence may be better able to cooperate with others, manage work-related [stress](#), solve conflicts within workplace relationships, and learn from previous interpersonal mistakes. According to emotional intelligence, or EQ, success is strongly influenced by personal qualities such as perseverance, self-control and skill in getting along with others. Workers with high EQ are better able to work in teams, adjust to change and be flexible. No matter how many degrees or other on-paper qualifications a person has, if he or

she doesn't have certain emotional qualities, he is unlikely to succeed. As the workplace continues to evolve, making room for new technologies and innovations, these qualities may become increasingly important. Just as it is important to seek new hires with emotional intelligence, it's vital for managers and other business leaders to operate in emotionally intelligent ways to meet the needs of today's workers.

A. Emotional Intelligence and career development

Emotional intelligence is one important characteristic that determines the career development of a person. A person with emotional intelligence possesses qualities like self-awareness, self-control, empathy, and social skills. Those with a higher degree of EQ have a better chance of getting a job offer. These qualities help a person select the career that suits him/her and to excel in it. Persons with high emotional intelligence have the ability to identify the needs of people who deal with them and therefore be able to maintain healthier relationships with them.

The emotional intelligence of current employees is also analyzed on a regular basis to determine who amongst them has leadership potential. EQ is often factored into the decision regarding pay rises and promotions.

B. Emotional intelligence and leadership

To be effective leaders in the workplace, managers, supervisors, and other authority figures must be able to function productively with people under their charge. High emotional intelligent leaders are able to use their social skills to foster rapport and trust with their employees. They tend to view their team members as individuals with unique abilities, backgrounds, and [personalities](#). A good leader is able to create the type of work environment where each person feels relevant and motivated to succeed. An emotionally intelligent leader will be able to clearly understand the various situations that take place in the organization and to anticipate the likely emotional outcome of each situation. For leaders, the ability to understand and be aware of their own emotions and also those of others helps to keep those who work under them emotionally balanced. Leaders with high emotional intelligence manage relationships with others more effectively and this, in turn, will help to enhance the productivity of the organization.

When conflict arises, leaders with high emotional intelligence may be better able to control their own impulses, view the situation from all perspectives, and seek mutually beneficial solutions. Effective leaders are transparent and are not afraid to admit when they are wrong. They are also more likely to try to improve work relationships.

C. Emotional intelligence and team building

In many organizations, work is accomplished on the basis of teams and the emotional intelligence exhibited by team members is crucial to the team's performance. This emotional intelligence helps team members to unite and be efficient in operations. A team which does not show signs of emotional intelligence cannot succeed in its operations.

The team members should get chance to know each other before work begins. If there is any negative behavior, the reason should be identified and corrective action taken.

Decisions should be made on the basis of the opinion of each member in the team. Each member should be supported in his/her activities. His/her contributions to the team should be commended. In case any problem arises, the attention should be on solving the problem and not on finding fault with each other.

V. CONCLUSION

Emotional intelligence is indeed the most potent weapon which helps boost our self-awareness, self-control, motivation, empathy and social skills, all of which help us to become an efficient leader. An organization that is emotionally intelligent has employees who are productive, motivated and efficient. They are committed to achieving their goals. They're also happy, confident and likable. Team members are able to work together in the most effective manner, and provide better results for the organization as a whole. As we can see, having high emotional intelligence plays an important role in the career, especially if a person is aiming for a leadership position within the organization. It is important to nurture EQ, so that one is able to learn, manage and master his emotions, as well as the emotions of others and attain success at the workplace.

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